

# Business Transformation Agency Overview



"We are focused on change and driven by our responsibility and accountability to the men and women of our Armed Forces who protect this great nation."

Gordon R. England U.S. Deputy Secretary of Defense September 16, 2005



## **Vision and Mission**

### **Vision**

The BTA will be recognized as the champion for driving and accelerating improvements to business operations across the Department of Defense. We will serve as a magnet to attract talented, dedicated professionals, creating a model for transformation leadership across the federal government.

### **Mission**

The mission of the Business Transformation Agency (BTA) is to guide transformation of business operations throughout the Department of Defense and to deliver Enterprise-level capabilities that align to warfighter needs.



## What does the BTA do?

- Ensures consistency, consolidation and coordination of DoD Enterprise-level business systems;
- Reduces redundancies in business systems and overhead costs;
- Encourages further collaboration across the Department;
- Achieves centralized visibility to investments in DoDwide business modernization efforts; and,
- Shifts resources within business process and system modernization into a unified, focused organization.



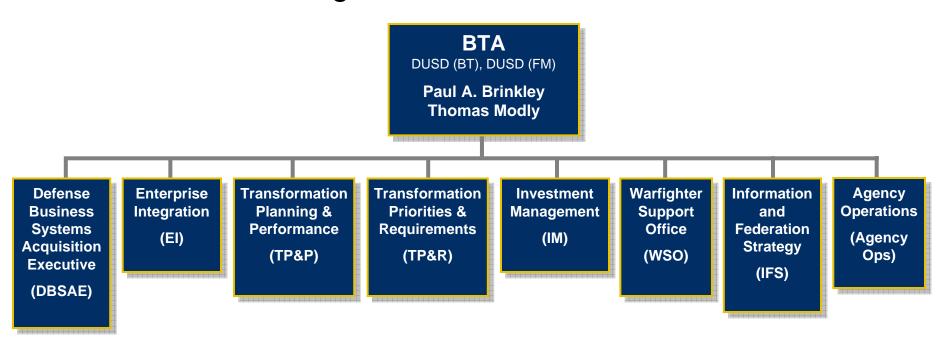
# **BTA Responsibilities**

- Establishing Priorities Support the Defense Business System Management Committee (DBSMC) and Personal Staff Assistants (PSAs) in their efforts to define Department-wide business transformation goals and objectives.
- Investment Control Support the Investment Review Board / certification process which optimizes investments and ensures statutory compliance.
- Transformation Tools Assemble and integrate the Business Enterprise Architecture (BEA) and Enterprise Transition Plan (ETP).
- Program Execution Provide program management discipline delivering the "thin" layer of "corporate" services to the Department.
- Tactical Business Support Bridge the gap between business and the warfighter.



# **BTA Organizational Structure**

The BTA announced its initial organizational structure via official memorandum, February 3, 2006. The current structure includes eight Divisions:





# How will the BTA drive transformation?

- DoD Business Enterprise Clarity: The corporate level requirements for business execution at DoD.
- Horizontal Business Transformation Focus: Optimizing end-to-end processes, not policy office stovepipes.
- Business Alignment to Warfighter Needs: Aligning to the mission of the Department, and using this alignment to drive urgency.
- Capabilities, not Systems, as Deliverables: Systems follow business requirements –setting expectations.
- Accountability: Establishment of the BTA to unify our efforts (resources, funding, leadership) for DoD level business transformation.



## **Transformation Tools**

## **Enterprise Transition Plan (ETP)**

 Provides basis for the planning, development and implementation of business systems

## **Business Enterprise Architecture (BEA)**

• Sets priorities, milestones, and schedules

## **Systems Certification**

Provides executive oversight of business system investments



# **Transformation Approach**

Governance

#### Set Priorities

- Identify / Revise Business Enterprise Priorities and Component priorities to provide:
  - Support for Joint Warfighting capability
  - Better information for strategic resourcing decisions
  - Reduced cost of business operations
  - Improved stewardship to the American people
- Identify business capabilities needed to achieve required outcomes

# Assign Accountability to Provide Capabilities

- Determine functional scope and organizational span
- Analyze alternatives and identify options to provide necessary business capabilities
- Select Program to provide solution or identify gaps and alternatives to close gaps

### Define and Fund Programs

- Engineer the solution
- Develop required acquisition documentation
- Review / certify that programs align with priority objectives and capabilities
- Align resources with PPBE



## Build / Refine Required Architecture and Transition Plan

- Develop and refine architecture
  - Build / refine architecture products required to support identified Business Capabilities; define requirements, rules, and standards
- · Provide context for program interrelationships
- Identify gaps in solutions (revisit Assign Accountability to Provide Capabilities)
- Develop and refine Transition Plans
- Develop strategies
- · Identify schedule and milestones, resource needs, and performance metrics
- Assess actual cost, schedule and performance
- Integrate Enterprise and Component plans

#### Execute

- Manage execution
- Transform via program implementation
  - · Test and Evaluation
  - Deployment
- Track Cost / Schedule /
  Performance
- Assess using DoD Process Checkpoints:
  - · IRB / DBSMC reviews
  - JCIDS
  - PPBE
  - · DoD 5000 milestones



# **BEA Progress**

	Where we were	Where we are
Accountability	Centralized at OSD level	Tiered
Organizational Span	DoD-wide	5 Core Business Missions (CBMs)
Scope	All DoD Business Functions	6 Business Enterprise Priorities (BEPs)
Focus	Architecture as the objective	Warfighter mission support outcome based
Program Alignment	No accountable Programs for implementation of the BEA	Fully aligned to ETP
Investment Alignment	None	Foundation for Investment Decisions
Concurrence	None	Collaboration/Creation by CBMs via BEPs, Approved by all Defense Business Systems Management Committee (DBSMC) members 10



## **Business Enterprise Priorities**

**Core Business Missions** 

Human Resources Management

Weapon System Lifecycle Management

Materiel Supply & Service Management

Real Property & Installations Lifecycle Management

**Financial Management** 

#### **The 4 Golden Questions**

Who are our people, what are their skills, where are they located?

Who are our industry partners, and what is the state of our relationship with them?

What assets are we providing to support the warfighter, and where are these assets deployed?

How are we investing our funds to best enable the warfighting mission?

### **BEPs**

Personnel Visibility
Acquisition Visibility
Common Supplier
Engagement
Materiel Visibility
Real Property
Accountability
Financial Visibility





**Required Integration** 





**ARMY** 

NAVY/MC

**Air Force** 

DLA

**USTRANSCOM** 

Components





# **Spiral Development**

**BEP** 

Content

Integrate

### **Prepare Baseline Information**

BEA Overview and Summary (AV-1)

BEA Integrated Dictionary (AV-2)

### Build BEP Scoping Tool (OV-5)

•Range and Depth •Information Exchanges

Build BEP Business Rules (OV-6a)

### Build BEP Data Model (OV-7)

Standards

Taxonomy

Build BEP Process Model (OV-6c)

Identify BEP Operational Nodes (OV-2)

**Document BEP Information Exchanges (OV-3)** 

### BEA

AV-1

AV-2

**OV-5** 

**OV-7** 

OV-6a

OV-6c

OV-2

OV-3

**SV-1** 

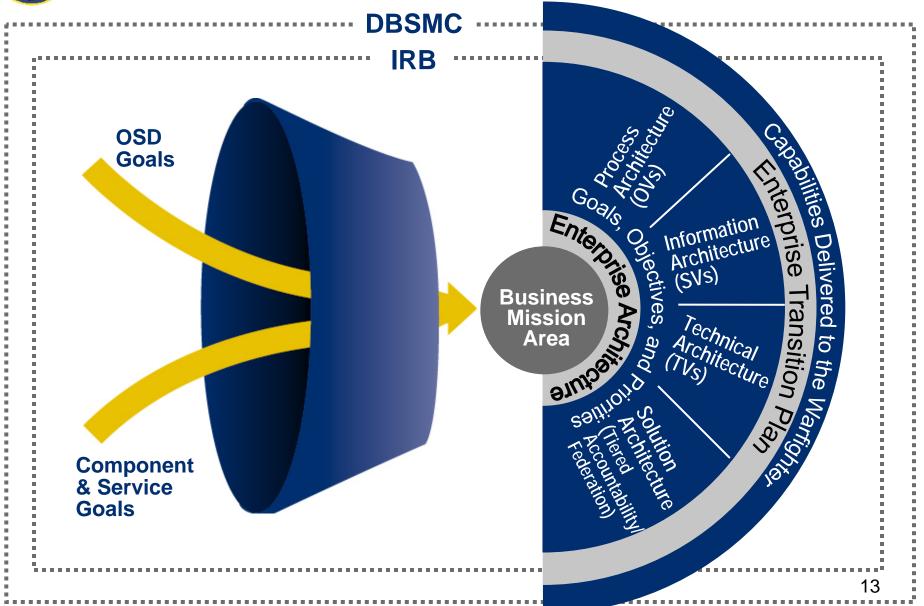
**SV-5** 

SV-6

**TV-1** 



# **BEA: Goals to Capabilities**





# **BEA Progress**

United States Government Accountability Office

GAO

Report to Congressional Committees

November 2005

DOD BUSINESS SYSTEMS MODERNIZATION

Progress Made in Establishing Foundational Architecture Products and Investment Management Practices, but Much Work Remains



GAO-06-219



Tuesday, November 22, 2005

BY <u>Frank Tiboni</u> Published on Nov. 9, 2005

#### **More Related Links**

The Government Accountability Office lauded the Defense Department for its recent progress in modernizing business systems and processes — the first positive report from GAO on DOD's business transformation effort in years.

But GAO said the department should focus more on its business management than on its systems. "Business transformation is much broader and encompasses planning, management, structures and processes related to all key...



# **FY06 Next Steps**

- Finalize establishment of the BTA
- Establish metrics baseline (1 April)
- Deliver Business Transformation Planning Guidance (1 May)
- Deliver Federation Strategy and Technology Roadmap (31 May)
- Develop and deliver BEA 4.0 (30 Sept)
- Develop and deliver Enterprise Transition Plan (30 Sept)
- Hire the first class of BTA Fellows
- Complete the transition of the first wave of DBSAE programs



## **Websites**

## www.dod.mil/bta

Information on the BTA and current news.



### www.dod.mil/dbt

Information and updates on all Defense Business Transformation efforts.

